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Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of 18 certificate programs and 60 courses.

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CERTIFICATE PROGRAM
HUMAN RESOURCES: PERFORMANCE MANAGEMENT

6-course certificate series from Cornell University's School of Industrial and Labor Relations

ILRHR501 **Issues and Concepts in Equal Employment Opportunities Law**
ILRHR502 **Employment Laws for the HR Professional**
ILRHR511 **Assessing, Designing, and Implementing Performance Management Systems**
ILRHR512 **Achieving Year-Round Performance Management and Appraisal**
ILRMD503 **Overcoming Barriers to Successful Management**
ILRMD504 **Leading People to Higher Performance**

e CORNELL

Course Experience — How it Works

Program Quality Drives Motivation & Results

eCornell offers a proven, patent-pending model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:

- Learning experiences that target individual competencies and skills

- Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose

- Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor

- Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations

- New skill development through interactive assessments and simulations

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.

- Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.

- Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.

- In the end, 95% of students would recommend to their peers that they take an eCornell course.

Overview

Performance management is a challenge unique to every organization, demanding a unique approach. eCornell has partnered with Cornell University's School of Industrial and Labor Relations (ILR) to produce the Human Resources: Performance Management certificate. The six-course certificate is designed to provide participants with the analytical and organizational skills to determine what kind of performance-management program will work for them and the communication and logistical know-how to bring the program to life.

Participants in this course will have the confidence to effectively view their organizations in a variety of paradigms, and will have an advantage in efforts to increase performance for their organizations, manage employees and employee performance, and communicating in a way that leads their organization to its goals.

Component Courses

To earn the Human Resources: Performance Management Certificate, students must complete the following 6 courses totaling approximately 36 hours of learning:

- ILRHR501 **Issues and Concepts in Equal Employment Opportunities Law**
- ILRHR502 **Employment Laws for the HR Professional**
- ILRHR511 **Assessing, Designing, and Implementing Performance Management Systems**
- ILRHR512 **Achieving Year-Round Performance Management and Appraisal**
- ILRMD503 **Overcoming Barriers to Successful Management**
- ILRMD504 **Leading People to Higher Performance**

Target Audience

The Human Resources: Performance Management Certificate is appropriate for Human Resource employees and managers seeking a richer, deeper understanding of policies and practices related to performance management from a leading Ivy League institution.

Accreditation

Participants who successfully complete all six courses in this series receive a Human Resources: Performance Management Certificate from Cornell University's School of Industrial and Labor Relations.

With the exception of the two courses comprising Essential Skills for Managing People, each course in this certificate series has been approved for 6 recertification credit hours toward PHR and SPHR recertification through the Human Resources Certification Institute (HRCI). Please contact the Human Resources Certificate Institute (HRCI) for further information about certification or recertification.

In addition, Cornell's School of Industrial and Labor Relations (ILR) will award .6 Continuing Education Units (CEUs) to students who successfully complete any of the courses in the Human Resources Performance Management Certificate series. Students can apply to the ILR school for the CEU units after they have completed both courses in a program.

ILRHR501 Issues and Concepts in Equal Opportunity Law

Course Overview

Employers have a legal obligation to provide a safe working environment and to make certain that all employees are treated equally in accordance and compliance with state and federal regulations. It is therefore imperative that managers have a sound understanding of the complex and changing legal issues and mandates that govern the workplace. Using case studies, this course will cover the fundamentals of employment laws and practices and how to apply them to daily operations and special situations. In particular, the course will focus on the major laws governing the workplace, including: the Family Medical Leave Act (FMLA), Occupational Safety and Health Act of 1970 (OSHA), and Fair Labor Standards Act (FLSA). Participants will also learn about the relationship between Equal Employment Opportunity (EEO) and Affirmative Action (AA) laws and the concepts and practices governing diversity in the workplace.

Target Audience

This course is critical for human resource managers, directors, and supervisors in any organization looking for a working knowledge of the laws and practices governing employee relations and the skills necessary for managing and preventing employee-related legal issues.

Organizational Outcomes

Participants who complete this course will be able to:
- Identify and proactively minimize risk related to employment issues
- Recognize and manage EEO, AA, and diversity issues within an organization
- Conduct an effective investigation of employment issues
- Collect and organize relevant information needed by legal counsel when seeking advice on employment issue

Course Benefits

In this course, participants learn about:
- Multiple laws governing the workplace
- Employees' legal rights and afforded protections under the law
- Implications of Equal Employment Opportunity laws, Affirmative Action laws, and diversity
- Strategies for proactively complying with laws governing the safety and equal treatment of all employees
- Mediation techniques for potentially volatile employee issues

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:
- **Human Resources Studies**
- **Human Resources: Benefits and Compensation**
- **Human Resources: Selection and Staffing**
- **Human Resources: Employee Relations**
- **Human Resources: Performance Management**

Faculty Author

Susan Brecher, Esq.
Director, Curriculum and Training Design
School of Industrial and Labor Relations
Cornell University

ILRHR502 Employment Laws for the HR Professional

Course Overview

In today's litigious environment it is important for managers to have a sound understanding of the legal issues that govern individual employees and the workplace. Human resource professionals in particular are required to have in-depth knowledge of local, state, and federal employment laws, as well as the ability to apply these laws to daily operations and special situations. This course will introduce participants to the Family Medical Leave Act (FMLA), Occupational Safety and Health Act of 1970 (OSHA), Fair Labor Standards Act (FLSA), National Labor Relations Act (NLRA), and other state and federal laws that govern the work environment. Participants will learn how to apply their knowledge to the organization's employment practices in order to create an efficient, effective work environment that is mutually beneficial for employees and the organization alike.

Target Audience

This course is critical for human resource managers, directors, and supervisors in any organization looking for a working knowledge of the laws and practices governing employee relations and work environments.

Organizational Outcome

Participants who complete this course will be able to:
- Identify and comprehend federal, state, and local laws related to employment practices
- Design and implement a safe environment where all employees are treated fairly and equally and in compliance with federal, state, and local employment laws
- Anticipate and resolve employee matters before they become legal issues
- Recognize and respond to potential safety hazards
- Conduct a relevant, effective investigation into potentially litigious employment issues

Course Benefits

In this course, participants learn about:
- Key employment laws and theories of FMLA, FLSA, OSHA, and NLRA
- Pertinent state and local laws
- Application of employment laws to an organization's work environment and practices
- Information needed to seek legal advice on potentially litigious employment issues
- Conducting an effective investigation into employment issues

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:
- **Human Resources Studies**
- **Human Resources: Benefits and Compensation**
- **Human Resources: Selection and Staffing**
- **Human Resources: Employee Relations**
- **Human Resources: Performance Management**

Faculty Author

Susan Brecher, Esq.
Director, Curriculum and Training Design
School of Industrial and Labor Relations
Cornell University

ILRHR511 Assessing, Designing, and Implementing Performance Management Systems

Course Overview

The ultimate success of an organization is dependent on a highly productive workforce. If an organization is to increase productivity and achieve sustainable growth it must be able to effectively evaluate individual performance and manage change. This course explores several performance management systems and addresses the manager's role and responsibility for effectively administering performance appraisals. Through an interactive case study, participants will learn how to assess an organization's needs and how to design and implement an ongoing performance management system that is aligned with the organization's mission and values and results in a strong, productive workforce.

Target Audience

This course is critical for human resource professionals who are responsible for the administration of a performance and appraisal management system. It is also key for managers, supervisors, and team leaders who want to learn ways to constantly improve and enhance their workforce.

Organizational Outcome

Participants who complete this course will be able to:
- Design and implement a performance management system that maximizes individual and organizational operation
- Make an accurate assessment of a performance management system and develop strategies to strengthen and enhance it
- Identify the most effective type of performance appraisal system for a particular organization
- Overcome resistance to the implementation of a new performance management system

Course Benefits

In this course, participants learn about:
- Elements of a successful performance management system
- Highly effective performance appraisal instruments
- The importance of including stakeholders in the design and implementation of a performance management system
- Techniques for implementing a performance management system
- The suitability of different processes when designing a performance management system
- Managers' roles and responsibilities for effectively administering a performance management system

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:
- **Human Resources Studies**
- **Human Resources: Performance Management**

Faculty Authors

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Ronald M. Katz
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ILRHR512 Achieving Year-Round Performance Management and Appraisal

Course Overview

The ultimate success of an organization is directly related to employee performance. In order to increase productivity and achieve sustainable growth, it must develop and implement a strong performance management and appraisal system that includes setting individual employee performance objectives that are aligned with the organization's mission and goals. It also requires supporting its managers' efforts to provide ongoing feedback and ensure timely follow-through. In this course, participants will learn how to develop individual employee performance objectives and development plans. They will also learn how to provide appropriate feedback and conduct effective performance appraisals that result in increased productivity and growth.

Target Audience

This course is critical for human resource professionals who are responsible for the administration of a performance and appraisal management system. It is also key for managers, supervisors, and team leaders who want to learn ways to constantly improve and enhance their workforce.

Organizational Outcome

Participants who complete this course will be able to:
* Develop a clear set of performance objectives
* Support managers in assessing and providing feedback to employees
* Select the most appropriate methods for providing feedback
* Plan and conduct effective performance appraisal meetings
* Design, implement, and support a development plan for individual employees
* Identify and overcome barriers to the employee development process
*

Course Benefits

In this course, participants will learn about:
* Properties of performance objectives
* Implementation of an objective-setting process
* Methods for providing ongoing feedback
* Methods for relating feedback to the mission and goals of an organization
* Characteristics of a successful performance appraisal meeting
* Functions and characteristics of employee development plans
* Promotion decisions and succession planning

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:
* **Human Resources Studies**
* **Human Resources: Performance Management**

Faculty Authors

Cathy Lee Gibson
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Associate Director, Management Studies
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Ronald M. Katz
Adjunct Faculty
School of Industrial and Labor Relations
Cornell University

ILRMD503 Overcoming Barriers to Successful Management

Course Overview

Successful organizations use the creative energy of their employees in seeking solutions to organizational problems. They realize that those individuals involved in the actual work are in the best position to define systemic and process weaknesses and identify opportunities for improvement. In this course, participants learn to increase productivity, creativity, and efficiency by involving their employees in a continuous improvement process that encourages improved communication and collaboration. Participants will also explore personal paradigms or patterns of thought and behavior that prevent them from achieving positive change and success.

Target Audience

This course is important for all levels of managers, supervisors, and team leaders in virtually any industry who wish to continuously effect positive change and increase the productivity and efficiency of their organizations.

Organizational Outcomes

Participants who complete this course will be able to:
* Identify personal and professional paradigms and understand how shifts in thinking can improve performance
* Analyze when organizational change is beneficial and when it should be avoided
* Involve employees in problem solving and decision making
* Assess personal communication styles to improve listening skills and approachability

Course Benefits

In this course, participants will learn about:
* Personal paradigms and collaborative management styles that produce positive change
* Facilitation of employee teams for more efficient problem solving and increased productivity
* The relationship between approachability, effective communication, and trust
* Active listening techniques that are indispensable for effective communication

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:
* **Supervisory Skills**
* **Management Essentials: Managing Performance**
* **Management Essentials: Managing Effectively**

Faculty Authors

Anthony Panos
Statewide Director, Management Programs
School of Industrial and Labor Relations
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Tom Willett
Associate Director, Management Development Programs
School of Industrial and Labor Relations
Cornell University

ILRMD504 Leading People to Higher Performance

Course Overview

An improperly motivated workforce always results in a less efficient, less productive, and less profitable organization. The goals of individuals must be aligned with the goals of the organization in order to thrive. In this course, participants will examine leadership styles that are exhibited by highly successful managers. They will explore techniques for aligning individual employee motivators with the organization's goals and interests. Participants will also learn how to create a motivated, team-oriented, and productive workforce and how to appropriately and positively confront problems and resolve conflict.

Target Audience

This course is crucial for all levels of managers, supervisors, and team leaders who are responsible for the productivity and morale of their employees.

Organizational Outcomes

Participants who complete this course will be able to:
- Apply motivational techniques to improve employee performance and enhance productivity
- Align workers' personal goals with the goals of the organization
- Resolve internal conflict in a positive and productive manner
- Balance directive and supportive leadership styles to develop and improve employees' performance

Course Benefits

In this course, participants will learn about:
- Effective techniques for motivating employees
- Recognizing indicators of motivation and determining individual motivators
- Aligning individual motivators with the organization's needs and interests
- Using confrontation as a motivational and developmental tool to manage more effectively
- Diffusing and resolving conflict efficiently
- Different leadership styles and their proper application

Certificate

This course is part of the following certificates from Cornell University's School of Industrial and Labor Relations:
- **Supervisory Skills**
- **Management Essentials: Managing Performance**
- **Management Essentials: Managing Effectively**

Faculty Authors

Anthony Panos
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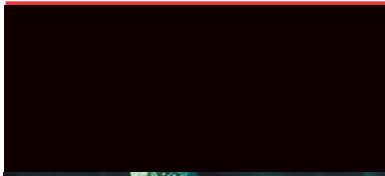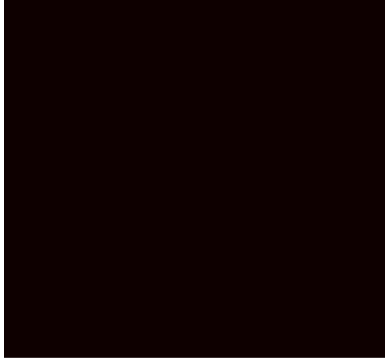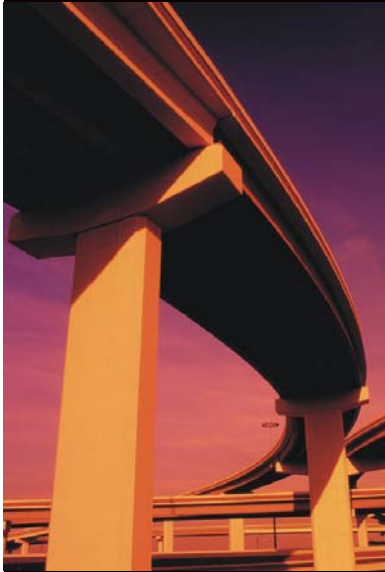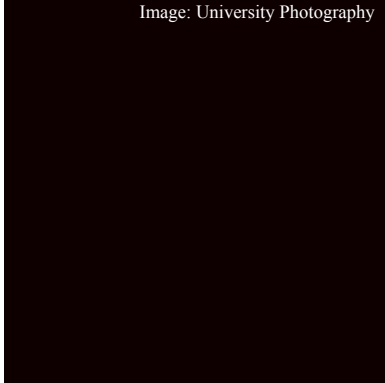School of Industrial and Labor Relations
Cornell University

In 1865 Ezra Cornell had a vision.

"I would found an institution where any person can find instruction in any study."

Established as the land-grant university of the State of New York, Cornell University has an extension and outreach mission unique to the Ivy League.

eCornell is the next step in achieving the vision.

Image: University Photography

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